

# **FIGHTING FOR LIBERALISM**

A Guide to  
**Constituency Organisation**

with

Foreword by **FRANK BYERS, O.B.E.**  
**Chairman, Liberal Party Executive**

**A Liberal Publication**

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## **FOREWORD**

By FRANK BYERS, O.B.E.,  
*Chairman, Liberal Party Executive*

The need for a strong Independent Liberal Party was never greater than it is to-day. But if the Liberal Party is to be strong it must be organised efficiently throughout the country. It is the duty of all Liberals to support their local Association and to help in the important work of building up its strength.

This little booklet is full of useful hints and valuable information as to how each Association Officer can set about the task of ensuring that his Association is a credit to the Party. I hope it will be widely read and, more important still, I hope the plans for good organisation which it sets out will be widely applied.

Good luck to all of you in your efforts !

**FRANK BYERS.**

Liberal Party Organisation,  
58, Victoria Street,  
London, S.W.1.

## CONTENTS

	PAGE
1. HOW TO FORM A LIBERAL ASSOCIATION .. .	5
2. SPECIMEN CONSTITUTION AND RULES .. .	9
3. THE HALLMARKS OF A LIVE LIBERAL ASSOCIATION	15
4. DUTIES OF AN ASSOCIATION CHAIRMAN .. .	16
5. DUTIES OF AN ASSOCIATION SECRETARY .. .	19
6. DUTIES OF AN ASSOCIATION ORGANISER .. .	22
7. DUTIES OF AN ASSOCIATION TREASURER .. .	24
8. DUTIES OF AN ASSOCIATION PRESS OFFICER .. .	29
9. THE LIBERAL NEWS .. . . . .	34
10. PLANNING A MEETING .. . . . .	37
11. CANVASSING .. . . . .	41
12. INTO BATTLE .. . . . .	44

# FIGHTING FOR LIBERALISM

## A Guide to Constituency Organisation

The Liberal Party fights on—and fights harder. On this we are all agreed. We believe that our country needs Liberalism more than ever and we believe it our duty to seize every opportunity to put forward the Liberal solutions to the difficult problems of the day. But we all realise that in taking up the fight with renewed enthusiasm we face the organised might of two powerful Party machines both bent on eliminating us from the political scene. We must realise also that bows and arrows will not stop tanks. We have to build a Party organisation of our own which will match that of the others. And we must do it quickly.

Encouraging reports are coming in from all over the country from Liberal Associations who are tackling this task with determination and vigour. In this booklet we have collected together as much useful advice as we can to help them in their work of creating live, active and well-organised Constituency Associations.

### 1. HOW TO FORM A LIBERAL ASSOCIATION

We start at the very beginning. Let us assume that there is no active Association in your Constituency, either because there has never been one or because it has been allowed to become dormant. Here is what to do.

#### FIRST

Call a Meeting of Probable Members.

1. Fix a time and place (either at your own home or that of a friend, or at a suitable hall).
2. Issue invitations to be present to your friends and even to members of your own family. Ask them all to bring their own friends as well.
3. Send invitations to all known Liberal sympathisers in the district. (Your Federation Secretary may be able to suggest some names and addresses. See Federation List. Appendix A). Be sure to invite all registered Liberal News readers.

4. Write a letter to the local Press. (See suggested draft. Appendix B).
5. Inform Liberal Headquarters, 58, Victoria Street, London, S.W.1., and your Federation Secretary, of the date, time and place of the meeting.
6. Get in touch with the Liberal Publication Department, 8, Gayfere Street, London, S.W.1, about literature for distribution at the meeting.

## SECOND

Ask the Meeting to form an Association.

1. Open the meeting yourself with a speech in which you should—
  - (a) Explain that you are conducting the meeting until a Chairman is elected.
  - (b) State that the purpose of the meeting is to form a local Liberal Association.
  - (c) Give a brief summary of Liberal policy.
  - (d) Explain briefly the objects and rules of the proposed Association. (See draft Constitution).
2. Call upon the Federation representative (if one is present) to address the meeting.
3. Have the resolution regarding the formation of the Association moved, seconded and put to the meeting and then take a vote. (Arrange *before* the meeting for a proposer and a seconder to move the resolution).
4. Enrol members and open the funds of the Association by accepting subscriptions.
5. Elect the following Hon. Officers :  
Chairman (who will then take over the conduct of the meeting from you)  
Secretary  
Treasurer, and a  
Provisional Committee (five or six members who should, among other things, be asked to examine the draft Constitution and Rules and report thereon at the next meeting).
6. Conclude with a strong appeal to all those present to obtain new members for the Association. (In order that they

may do this see that they are all supplied with Membership Forms). Ask everybody present to do this as part of the business, and enter the names on the spot.

7. Whatever you do, try to give everyone present something to do before the next meeting. Fix the date and place of the next meeting and urge everybody to bring their friends.

### THIRD

#### Developing the Association.

1. Send a news story of the formation of the Association to the local Press. (See attached draft. Appendix C).
2. Send an invitation to the second meeting to the names and addresses given by members at the first meeting. (See attached draft. Appendix D).

### APPENDIX "A"

#### Area Federations

---

**DEVON & CORNWALL FEDERATION:** Secretary, F. A. Field, 20, Tavistock Rd., Stoke, Devonport, Plymouth (Tel: Devonport 923).

**EASTERN COUNTIES FEDERATION:** Secretary, Miss Carson, Rectory Lane, Newton Green, Sudbury, Suffolk.

**HOME COUNTIES FEDERATION:** Secretary, Miss D. Stephenson, 34, Victoria Street, London, S.W.1 (Tel.: Abbey 6909).

**LANCASHIRE, CHESHIRE & NORTH WESTERN FEDERATION:** Secretary, Arthur D. Worsley, J.P., 3, Cross St., Manchester 2 (Tel.: Blackfriars 9546).

**LONDON LIBERAL PARTY:** Secretary, 34, Victoria Street, London, S.W.1 (Tel.: Abbey 6909).

**WEST MIDLANDS FEDERATION:** Secretary, J. Newton Hyde, 147 Corporation St., Birmingham 4 (Tel.: Birmingham Central 1403).

**EAST MIDLANDS FEDERATION:** Secretary, Mrs. R. Stewart, 20, Castle Gate, Nottingham (Tel.: Nottingham 3817).

**NORTHERN FEDERATION:** E. Kingsley Mann, 100, Pilgrim St., Newcastle-on-Tyne (Tel.: Newcastle 22567).

**WESTERN COUNTIES FEDERATION:** Secretary, William Phipp, 15, Hill Street, Trowbridge, Wiltshire (Tel.: Trowbridge 2905).

**YORKSHIRE FEDERATION:** Secretary, Albert Ingham, 38, Boar Lane, Leeds 1 (Tel.: Leeds 22396).

**LIBERAL PARTY OF WALES:** Secretary, Hywel Rhys, 19, Broad Street, Newtown, Montgomery (Tel.: Newtown 563).

#### SCOTLAND

**SCOTTISH LIBERAL PARTY:** Secretary, Major John Carson, M.B.E., 26, Frederick Street, Edinburgh 2 (Tel.: Edinburgh Central 6249).

#### APPENDIX "B"

##### **Suggested draft letter to the Press announcing formation of a Liberal Association**

To the Editor,

Sir,

We have been aware for some time of a desire on the part of the many Liberals living in the \_\_\_\_\_ Division for a properly constituted Divisional Liberal Association to be formed whose task it would be to put a Prospective Liberal Candidate in the field ready for the next Election.

In order that this can be accomplished a group of Liberals has decided to take the preliminary steps in the formation of an Association. An informal meeting is to be held to discuss the position at the \_\_\_\_\_ Hall, at 7.30 p.m. on Friday, November 9th.

May I appeal, through your columns, to all who are interested to be present at this meeting, in order that Liberals in this Division are given an opportunity of voting for a Candidate of their own choice when the occasion arises.

Yours faithfully,

#### APPENDIX "C"

##### **Suggested News Story for the Press on the formation of the Association**

A well attended meeting was held in the \_\_\_\_\_ Hall on Friday, November 9th, with the object of forming a \_\_\_\_\_ Liberal Association. Forty-two members were enrolled, and the following Officers were elected:—

Mr. Ronald James—Chairman; Mr. Frank Phillips—Honorary Treasurer; Miss Enid Jones—Honorary Secretary; Mr. Robert

Bateman--Press and Publicity Officer. In addition to these Officers an Executive Committee of six was elected.

It is of considerable interest to recall that Mr. Bateman's father contested this Division in the 1906 Election and was defeated by fifteen votes by the late Sir Robert Bridgeman.

There can be no doubt that the newly-formed Association will evoke a considerable response from the many Liberals living in this Division. We understand that one of the first functions to be organised will be a large Social, at which it is hoped Sir George Hibberd will deliver a short address.

Plans are also being made for a whole day tour of the Peak District in the Spring.

Many of the members of the Association expressed their desire to attend the forthcoming Liberal Summer School in Oxford.

#### APPENDIX "D"

##### Suggested Draft Invitation to the Second Meeting

Dear Mr. Roberts,

At the inaugural meeting of the \_\_\_\_\_ Liberal Association your name was given to me as one of the residents in this Division likely to be interested in our efforts.

At the request of my Committee I am writing to extend a most cordial invitation to you to attend our next meeting which is being held in the \_\_\_\_\_ Hall, \_\_\_\_\_ Street, at 7.30 p.m.

I need hardly say that if there are any of your friends who are interested in our efforts to form a Liberal Association worthy of our Division, they would be made most welcome if you care to bring them along.

Yours sincerely,

#### 2. SPECIMEN CONSTITUTION AND RULES for a Constituency Liberal Association

It is not expected that absolute uniformity can be attained in the Constitution and Rules of all Liberal Associations, but it is desirable that the Organisation and Administration of all the Associations shall be, in the main, on the same general lines and in conformity with the Constitution of the Liberal Party adopted at the Convention on June 18th and 19th, 1936, and as amended and revised May 1948.

This specimen Constitution and Rules should form a useful guide for those Associations who are drawing up or altering their own Constitutions.

#### NAME

1. The name of the Association shall be "The (Constituency) Liberal Association."

#### OBJECTS

2. The objects of the Association shall be:—
  - (a) To promote the adoption of Liberal principles in the government of the country.
  - (b) To secure the return of a Liberal Member at the Parliamentary Elections for the Constituency.
  - (c) To secure the representation of Liberals on all local authorities.
  - (d) In pursuance of these objects, to undertake, if possible, the following:—
    - (i) To maintain an office, and an Agent or Organiser;
    - (ii) To recruit new members of the Liberal Party;
    - (iii) To carry on continuous educational and propaganda work by meetings and by canvassing;
    - (iv) To maintain a constant scrutiny of national and local government activities, especially as they affect the needs and interests of the district, and to direct the attention of the authorities, the public and the Press to the methods by which Liberals believe they should be handled.
    - (v) To help all citizens, without regard to party, creed or race, to secure their rights and to protect them against oppression;
    - (vi) To raise funds for the expenses of the Association, and for the expenses of the next election;
    - (vii) To send representatives, in accordance with the rules of the bodies concerned, to the meetings of the Council of the Area Federation, and to the Assembly of the Liberal Party Organisation.

#### MEMBERSHIP

3. The Association shall consist of all persons who pay an Annual Subscription to the Association or to any Liberal Society within the Constituency, such as the Women's Liberal

Association, the League of Young Liberals, or other such bodies. Registered readers of the "Liberal News", who are receiving the paper each week, shall also be regarded as members of the Association provided that the Association is satisfied that the persons in question are Liberal and are in general agreement with the aims of the Party.

### CONSTITUTION

4. The Association shall be constituted as follows:—
  - (a) The Honorary Officers as provided by Rule 5.
  - (b) The Executive Committee as provided by Rule 6.
  - (c) A Finance and General Purposes Committee as provided by Rule 7.
  - (d) A District Committee for each separate Ward or Polling District or group of Polling Districts, as provided by Rule 8.

### THE HONORARY OFFICERS

5. The Honorary Officers shall consist of a President, Vice-Presidents, Chairman, Vice-Chairman or Vice-Chairmen, Treasurer or Treasurers, one or more Honorary Secretaries, Liberal News Officer, and Press Officer. They shall be elected annually at the Annual Meeting of the Association.
  - (i) Any Member of the Association shall be eligible for election as an Honorary Officer. Voting shall be by ballot and full notice shall be given to all subscribing members of the date of the meeting at which such elections are to take place and of the business to be transacted. A vice-President, though not an ex-officio member of the Executive Committee or of the Finance and General Purposes Committee, shall be eligible for election to these Committees. In all Constituencies the President, Chairman and Vice-Chairman shall be elected for one year but shall not serve for more than three consecutive years, after which they shall be ineligible for a period of two years.
  - (ii) *Annual Meeting.* The Annual Meeting of the Association shall elect the Honorary Officers, and (six) members of the Executive Committee, the voting for which will be by ballot; appoint two Auditors for the ensuing year; receive the report of the Executive Committee and the audited statement of accounts for the financial

year ended the previous 31st December; may transact any of the ordinary business of the Association, any business of which fourteen days' notice has been given to the Secretary by any member, and by leave of the Chairman, any other urgent or important business.

Nominations for the Honorary Officers and for the election of six seats on the Executive Committee shall be sent, in writing, to the Honorary Secretary, seven days before the day of the meeting, and the previous consent of the persons nominated shall be obtained.

- (iii) A Special General Meeting may be convened by the Honorary Officers or by the Executive Committee, or shall, on receipt of a requisition signed by not fewer than twenty members of the Association, be convened by the Secretary within fourteen days from the receipt of such requisition. Both the requisition and the notice convening the meeting shall state the business proposed to be transacted at such meeting.
- (iv) As occasion arises a Special General Meeting shall be called for the purpose of adopting for the Constituency a Liberal Parliamentary Candidate, who must have been previously recommended by the Executive Committee.
- (v) At a Special General Meeting no other business shall be taken than that mentioned in the notice calling the meeting.
- (vi) Whenever possible fourteen days' notice shall be given by circular or by notice in the Public Press of all general meetings of the Association. Twenty members shall form a quorum.

#### THE EXECUTIVE COMMITTEE

6. The Executive Committee shall consist of the Honorary Officers (other than the Vice-Presidents), the Chairman and Secretary of each District Committee, the District Delegates (as provided by Rule 8) and Delegates from the Women's Liberal Associations, the League of Young Liberals, and other affiliated Liberal Organisations, together with six members to be elected at the Annual Meeting of the Association. The Chairman and Vice-Chairman of the Association shall be the Chairman and Vice-Chairman of the Executive Committee.

In the event of any vacancy occurring through default of election on the part of a District Committee or through any other cause, such vacancy may be filled by the Executive Committee. The Executive Committee shall have power to appoint a Secretary and/or other necessary Officers and fix their salaries.

The general business of the Association shall be controlled and carried on by the Executive Committee, and the Executive Committee shall recommend, as occasion arises, a suitable person for adoption as the Parliamentary Liberal Candidate for the Constituency. It shall meet at least once in every three months, and ten members shall form a quorum.

#### FINANCE AND GENERAL PURPOSES COMMITTEE

7. The Finance and General Purposes Committee shall consist of the Honorary Officers (other than the Vice-Presidents), and six members to be appointed annually by the Executive Committee at its first meeting after election.

Its duties shall be to raise the necessary funds for maintaining the Organisation and for contesting elections, and to manage the financial affairs of the Association generally. It shall meet regularly and shall present a report of all business transacted to the Executive Committee at their meetings. Three members shall form a quorum.

#### DISTRICT COMMITTEES

8. A District Committee shall consist of all members of the Association residing or having votes in a Ward, Polling District or group of Polling Districts. The boundaries of such district to be as defined, from time to time, by the Executive Committee. The Chairman and the Honorary Secretary (or Hon. Secretaries) of the Association shall be honorary members of every District Committee.

A meeting of the District Committee shall be held not later than January 31st each year for the purpose of appointing its Officers, electing any necessary Sub-Committees, electing Delegates to the Executive Committee as hereinafter provided, and transacting any other business.

The duties of the District Committee shall be:—

- (a) To be constantly engaged in recruiting new members of the Liberal Party.

- (b) To arrange for Local Meetings, Lectures, Classes, and the distribution of literature.
- (c) To canvass voters with a view to obtaining a marked Register.
- (d) To elect Delegates as follows: To the Executive Committee: the Chairman and Secretary of the District Committee shall be ex-officio members of the Executive Committee; in addition, two delegates shall be chosen. The Secretary or Chairman of the District Committee shall forward the names and addresses of the Officers and of the elected Delegates to the Secretary of the Association not later than February 15th in each year.
- (e) To undertake any local work referred to it by the Executive or Finance and General Purposes Committee, and to report thereon to the appropriate Committee from time to time.

#### PARLIAMENTARY CANDIDATE

- 9. The adoption of a Parliamentary Candidate when the time of an Election arrives shall rest with a Special General meeting of the Association convened by such means and at such time and place as the Executive Committee may direct. (See Rules 5 and 6).

#### AFFILIATION

- 10. The Association shall affiliate annually to the Liberal Party Organisation and thereby to the Area Liberal Federation. Each Women's Liberal Association shall be affiliated to the Women's Liberal Federation and Young Liberals' Organisations to the National League of Young Liberals.

#### ALTERATION OF RULES

- 11. No alteration shall be made in these Rules except at the Annual or a Special General Meeting of the Association, and notice of such alteration must be given in writing to the Secretary, and must reach him at least fourteen clear days before such Meeting, and shall be inserted in the notice convening the meeting.

### 3. THE HALLMARKS OF A LIVE LIBERAL ASSOCIATION

A live Liberal Association is one in which Honorary Officers and members alike are striving their hardest to build up their organisation.

A live Association has the following Officers: President, Chairman, Honorary Secretary, Agent or Honorary Organiser, Honorary Treasurer, Press Officer and Liberal News Officer.

There are regular monthly meetings of the Executive Committee at which reports from the Officers and the Wards or Districts will be heard and plans made for the future. Detailed plans are prepared by a smaller Finance and General Purposes Committee.

Wards or districts each have their branch of the Association with their own Chairman, Secretary and Treasurer. It is the aim of each Ward Committee to have Road Stewards for every road or group of roads. These people will be responsible for the collection of subscriptions, and for the distribution of literature and for the passing on of all information about the Party to the members living in the road or roads under their control. In country Constituencies the aim is to have at least one contact in each village or group of houses.

A monthly roneoed news-letter keeps all the members in touch with the local activities.

Public meetings are held at regular intervals in different parts of the constituency at which appeals for membership and for Liberal News subscribers are made. Brains Trusts, Debates, Discussion Meetings, Lectures are also organised in the wards to arouse interest in public affairs generally and Liberalism in particular. Social functions are held regularly both to bring the members together in a friendly atmosphere and to raise money for the Association. Socials, Whist Drves, Dances, Dinners, Suppers, Receptions, Concerts are all used in this way.

Other money-making functions such as Bazaars and Jumble Sales, Garden Parties and Fêtes, are planned to assist in building up the fighting fund.

In each Ward or District a party of members goes out each week calling at the houses in the area seeking new members and Liberal News Subscribers.

Members pay an annual amount into the Association funds. Many Associations find that the most satisfactory system is

to arrange for quarterly payment which is collected by the Road Steward or local representative.

The Press Officer sees that a suitable report of every Liberal activity is sent to each of the local newspapers and members assist the Press Officer by writing letters to the Editor on important topics outlining the Liberal point of view.

A live Association will endeavour to produce two or three times a year a Liberal newspaper giving Liberal views and news for distribution on a wide scale throughout the Division. Local advertising will help to pay for this.

Care is taken to circulate special interests, e.g. medical, retail trades, etc., with literature on those aspects of Liberal policy most likely to assist them.

Local affairs are carefully watched. Genuine local grievances are taken up and redress demanded.

Liberals participate on all suitable non-Party bodies in the area and attend every all-Party meeting to express the Liberal view.

If possible a live Association will secure its own Offices from which to conduct its activities. A separate fighting fund will be established for the next General Election and every effort made to contest local elections.

A live Association plans well ahead for the next General Election and does not leave everything to the last minute.

Branches should be established of the Women's Liberal Federation and the National League of Young Liberals to work in conjunction with the main Association. (Further information about Women's Liberal Associations and Young Liberal Associations from 8, Gayfere Street, London, S.W.1).

A live Association takes a keen interest in all that the Party is doing on a national level and affiliates to the Liberal Party Organisation. This entitles it to send delegates to the Assembly of the Party which meets annually. It helps also in the work of the Area Federation in which it is situated.

So much for a brief account of what is expected of a really live Association. Now for some more detailed guidance about the carrying out of these duties.

#### **4. DUTIES AND RESPONSIBILITIES OF A LIBERAL ASSOCIATION CHAIRMAN**

The Chairman is the Managing Director of an Association. It is his job both to manage the affairs of the Association and to direct its officers. The success or failure of an Association is

far more dependent upon its Chairman than that of any other person connected with it.

A good Chairman must, therefore, have as many as possible of the following attributes:—

1. He must be a self-starter. His activities must not depend upon the initiative of others.
2. He must be a worker, never asking anybody to do anything he is not prepared to do himself.
3. He must be tactful and tolerant. He has to get many difficult and tedious jobs carried out by *voluntary* workers.
4. He must be capable of making decisions, and ready to give a lead where it is required.
5. He must be able to preside at both committee and public meetings.

#### DUTIES

The duties of a Chairman are:—

1. To play the main part in directing the activities of the Association.
2. To find and recommend to his Executive men and women willing to play an active part as officers in the work of the Association.
3. To endeavour to find men and women likely to be suitable as Parliamentary or local candidates.
4. To make certain that his Association is playing its full part in the re-organisation of the Party. It is imperative that he knows what is going on both nationally and locally, and not only knows but *understands* what is going on.
5. To be recognised through the district as a leader of Liberalism: one whose opinion is sought and respected.

In other words the job of a Liberal Chairman is no sinecure. It can easily be made into a full-time job, and it certainly demands all the spare time that a busy professional or business man can give to it.

Remember that if you hold the job you are expected to do it. The strength or weakness of a vital link in the Liberal chain is dependent upon you.

#### POINTS TO WATCH

It is impossible to list all the matters to which you should give your attention, but here are some of them:—

1. Keep in constant touch with all your officers and make sure they are carrying out their appointed jobs.

2. If you have a professional agent, telephone him or see him daily. Know exactly what he is doing at all times. Let him feel that you have a real interest in his activities and appreciate his work.
3. Watch the local Press and, through your Hon. Press Officer, seize every opportunity of putting the Liberal point of view before the public. Grant interviews to reporters whenever they want them and be willing to sign letters to the Editors of the local Press. In times of crisis, either national or local, issue statements to the Press. They will welcome them as authoritative opinions on matters of public interest.
4. Keep in constant touch with the Hon. Treasurer. Suggest the names of people to him worth approaching for subscriptions.
5. If you have no Parliamentary candidate keep on the look-out for anyone likely to suit; a local man of good standing always has a tremendous advantage over an outsider.
6. If you have a Parliamentary candidate keep in constant touch with him. Encourage him to give all the time he can to working in the constituency, and make it as easy as you can for him to do so.
7. Keep on the look-out for possible candidates to stand in the local elections. Talk it over with any member who seems to you to be suitable. Make a point of getting to know the professional men, leaders of business, and prominent Trade Unionists in the district. Among them you are bound to find possible candidates.
8. Consider whether you yourself cannot stand as either a Parliamentary, or, at least, a council candidate.
9. Get to know and maintain contact with all the Trade Union leaders in your constituency. Give them any help in your power.
10. Endeavour to meet every new member of your Association, and encourage as many as possible of them to take an active part as officers.
11. Find and train a man or woman capable of becoming your successor. The future of your Association is in your hands as well as the present, and it is just as vital.
12. Keep in touch with your Federation officials. Give them all the help you can make make sure your receive full service from them.

13. Never miss a Federation or Association meeting of any sort if it can be avoided. If you must, be sure to send your apology.
14. Keep in touch with both the W.L.F. and the Y.L. Branches of your Association. Know their leaders and proffer them all the help you can.
15. Cast an occasional eye on your neighbouring constituencies. If they need help and you can give it, always do so. Their cause is your cause.
16. Allow no week to pass without some form of Liberal activity in your constituency.
17. Check up from time to time that all correspondence from your Federation and from Headquarters is being answered promptly by the officers concerned. At the present time this is particularly important.
18. Read "The Liberal News" right through every week. It will keep you in touch with Liberal activity all over the country,  
and, perhaps most important of all,
19. Always bear in mind that a decision reached by a Committee does not mean that anything has been *done*. It is the carrying out of a decision which will render it effective and the Chairman should make quite sure that the Meetings of the Committee afford the various officers an opportunity of making a progress report on the *carrying out of decisions* already reached.

## 5. DUTIES AND RESPONSIBILITIES OF A LIBERAL SECRETARY

Too often the Honorary Secretary *is* the Association. He does everything that gets done, waging an unequal battle against inertia, complacency and laziness.

The hints in this section are intended for the Secretary who is only called upon to fulfil the proper functions of a Secretary. It is assumed that he is supported by other officers who carry out their various duties and do not leave everything to him.

*Let it be said at once that where there is no professional Agent an efficient Secretary means an efficient Association, and an inefficient Secretary means a semi-derelict Association.*

There is a great deal of routine work among a Secretary's duties. Routine work well done at the time it should be done never appears to mean very much. It is only when it remains undone that one realises how important it is.

The main attribute of a good Association Secretary, therefore, is that he should be of a methodical nature, one who believes in, and has the knack of (two very different things) carrying out his duties regularly and thoroughly.

A good Secretary, however, must not only possess this attribute, but he must be in a position to give a great deal of time to his duties. A Secretary's job is never done. There is something to be attended to every day of the week.

These are the Secretary's main duties:—

1. CORRESPONDENCE: He handles all correspondence and enquiries received by the Association, not addressed personally to other officers. The standard of his Association is often judged by the promptness with which correspondence is answered.
2. HEADQUARTERS AND FEDERATION CORRESPONDENCE: He is usually the contact with Headquarters and the Federation, although some Associations have a separate Correspondent for this job. As the organisation machine of the Party develops it becomes more and more important that letters and circulars from Headquarters and the Federation Offices should be dealt with at once, rapid replies given where required, and information passed on without delay to other officers concerned.

*It is of particular and vital importance that both Headquarters and your Federation Office should be kept informed of:—*

- (a) Change of address.
- (b) Change of officers.

*Every letter that fails to reach the person for whom it is intended causes delay, and sometimes complete breakdown, in the carrying out of plans vital to the promotion of Liberalism.*

3. GENERAL MEETINGS AND COMMITTEE MEETINGS: The Secretary is responsible for the calling of and arrangements for General Meetings of the Association and the Meetings of the various Committees, unless there are separate Committee Secretaries. In each case he must:—
  - (a) Arrange the date with the Chairman.
  - (b) Send out the Notices calling the Meeting.
  - (c) Make the necessary arrangements (place, etc.) for holding the Meeting.
  - (d) Draw up the Minutes of the previous Meeting.
  - (e) Draw up the Agenda and see that sufficient copies are available.
  - (f) Advise the Press Officer if Press publicity is required.

- (g) Prepare a special Chairman's Agenda.
- (h) Have available correspondence and information likely to be wanted at the Meeting.
- (i) Make the necessary arrangements for refreshments if required.
- (j) Sit beside the Chairman during the Meeting and assist him in every way possible.
- (k) After the Meeting notify persons not present of decisions affecting them.

The Annual General Meeting of the Association is always an important occasion, and the Secretary should be especially careful not to overlook anything in arranging it.

4. PUBLIC MEETINGS: The Secretary should not be called upon to shoulder the responsibility for the organising of Public Meetings, although too often he has to do so. See Planning a Meeting, page 37.

He can, however, render very valuable assistance, especially in seeing that all the notices go out and that they go out to time.

5. THE ASSOCIATION CONSTITUTION: It is essential that the Secretary should know the Constitution of his Association thoroughly. He is usually the only person who knows anything about it at all. He should be able to advise the Chairman on all constitutional matters and points of procedure immediately they crop up. (See Appendix for Specimen Constitution).

6. RECORDS: An efficient Secretary will take great pride in seeing that his records are always up to date, particularly the Members' List, which should increase almost daily. The Record Cards available from the Liberal Publication Department, 8, Gayfere Street, London, S.W.1., make this job extremely simple.

7. NEW MEMBERS: The Secretary will often be the first to meet new and prospective members. He should go out of his way to make it easy for them to join the Association, and to find the niche in which they can best serve the interests of the Party.

8. KNOWING EVERYBODY: As far as possible the Secretary, more than any other officer, should make it his business to know every one of his members. The personal touch plays a tremendous part in retaining the loyalty of members who may rarely take part in the activities of the Association but whose vote and influence means a great deal on Polling Day.

## 6. DUTIES AND RESPONSIBILITIES OF AN ASSOCIATION ORGANISER

An Organiser's job is to organise—to organise all kinds of activity that will develop the strength of his Association, and particularly to get things started so that they can be handed over, safely running, to other officers.

Until a professional Agent is appointed the Organiser is expected to carry out most of his duties. Obviously, he cannot be expected to give his full time, but he must look upon himself as a key man in the Association around whom much revolves, dependent upon him for sound direction and motive force.

A good Association Organiser's outlook on life must be something like this:—

1. There's a job to be done.

- I must know exactly what is to be achieved.
- I must plan it out in detail and fix a time-schedule.
- I must find out all I can from others who have done this type of job before, and so avoid making mistakes.
- I must get as many members of the Association to give a hand as I possibly can.

—I must not try to do the whole job myself.

2. This job won't be easy. No job given to the Organiser ever is. But the result is important. I must see it through to the end. It's the result that matters.

A sound Organiser in any sphere of life does not have to be told in detail what to do, but there are a few basic rules in organising anything that can save you a lot of time if they are carefully observed. They are:—

- (a) Know exactly, and in detail, what your object is.
- (b) See that those who are helping you know exactly what it is.
- (c) Make a list of every single item, however small, that requires attention in connection with a particular job, and work on that list, marking off who is responsible for each item, when it is in hand, and when it is completed.
- (d) Tackle the difficult parts of the job first. Once you start putting them aside, they will go on receding until they become not only obstacles in the way of your plans but obstacles in your mind as well.
- (e) Keep on checking up—on yourself and on all your helpers. Never take anything for granted. It is a sound, if sometimes harsh mind-angle, always to blame yourself if anything goes wrong—it may be somebody else's fault but *you should have checked up before it was too late.*

1. CARD INDEX SYSTEM: It is suggested that this should be handled jointly with the Hon. Secretary. Both the Organiser and the Secretary are obviously dependent upon proper records for the efficient carrying out of their jobs, and it will pay them both, and render a great service to their Association, if they will instal a complete system and make sure it is always kept up to date. Index cards are available from the L.P.D., 58 Victoria Street, London, S.W.1, and these should meet all normal requirements. The Honorary Secretary must be ultimately responsible for these records.

2. THE "LIBERAL NIGHT" IDEA: The Organiser is the best man to get the "Liberal Night" idea established in an Association. This is a scheme for getting as many members as possible to give two hours of their time each week to working for the Association.

IT IS OF PARAMOUNT IMPORTANCE THAT WHEN THIS SCHEME IS UNDERTAKEN THE PERSON RUNNING IT SHOULD KNOW EXACTLY WHAT WORK IS TO BE UNDERTAKEN BY THOSE WHO JOIN. NOTHING IS MORE DEPRESSING THAN FOR A VOLUNTEER TO TURN UP FOR DUTY AND TO FIND NOTHING TO DO.

3. MEETINGS: The Organiser is the man to run public meetings, and he should always have the preparation for at least one in hand. A suggested technique is given in detail in a later chapter, "Planning a Meeting".

It is for the Executive Committee to decide what meetings are to be held, but the Organiser should show himself ready, willing, and able to run a series of meetings, and so make the path of the Committee as easy as possible in reaching their decisions.

4. SOCIAL EVENTS: The Organiser, under the direction of the Executive Committee, can be responsible for the organising of other Association events besides meetings. Much the same technique applies to all types of gatherings—attention to detail and plenty of publicity.

5. POSTER DISPLAYS: Posters are going to play a big part in making the public aware of the growing power of the Liberal Party, and the Organiser is the best man to see they do their job in his constituency.

Posters can be printed locally or obtained from the L.P.D., but the choosing of the sites, and the posting arrangements will be up to the Organiser.

Other jobs in which the Organiser may well play a leading part are:—

1. **REFERENDUM CANVASS:** The use of the Referendum Canvass is worth while in every Association; it is the quickest and cheapest method of recruiting new members yet devised. Cards bearing certain questions are distributed to houses in a given area and called for a day or two later (or they may be posted pre-paid to a central address). From the replies, those of Liberal sympathies are quickly discovered and specially called upon.

2. **FIGHTING LOCAL ELECTIONS:** The Organiser is the man to take control of the running of Local Elections, until the Association has found an Officer capable of and willing to take charge of a new Department concerned solely with fighting local elections.

Technique for this job is set out in the booklet, "How to Win Local Elections," available from the L.P.D.

There are many other activities with which an Organiser can fill in any time he may have over from the duties outlined above, but there is one job that is never finished—that is

#### Getting Other People to Help.

A good Organiser looks upon everyone he meets as a potential helper, someone who will do some of the many jobs which need doing.

### **7. DUTIES AND RESPONSIBILITIES OF A LIBERAL TREASURER**

The Treasurer is more than the accountant of the Association—he is the Chancellor of the Exchequer. His duties are:

1. To keep the account books of the Association and to draw up and present an audited statement to the Annual General Meeting of the Association.
2. To receive and bank all monies paid to the Association.
3. To make all payments on behalf of the Association, signing cheques, with or without a co-signator.
4. To collect members' subscriptions when due by the sending out of the necessary notices and by personal contact.
5. To produce and implement schemes for other methods of money-raising.
6. To draw up an Association budget and take and supervise all necessary steps to obtain the revenue required.

The Treasurer of an Association holds a key position in the organisation. If he sees himself as a mere book-keeper, the prospects of his Association are not very bright. If he realises that

money, wisely spent, means activity, and activity means developing strength, then his Association can gradually become powerful and capable of not only fighting but winning Parliamentary and Local Elections.

The aim of every Association should be to employ a full-time Agent who would be responsible for initiating efforts and co-ordinating work throughout the constituency.

To do this a minimum income of £750 a year is required and, in addition, provision must be made for the Election Fighting Fund.

Here is a budget showing why £750 is needed:—

	£
Organising Agent ...	400
Office rent and rates	150
Office expenses	50
Meeting expenses	50
Travelling expenses	25
Stamps	25
Advertising	25
Incidentals	25
	<hr/>
	£750

But £750 takes some finding. Where is it to come from? Here is a list of suggested sources, with the amount they can yield if properly tapped:

	£
Members' subscriptions ...	200
Larger donations from wealthier supporters	50
"Liberal News" dividend (based on 500 subscribers)	50
Annual raffle	50
Foundation Day celebration	25
Collection at meetings	25
Literature sales	25
Annual Sale	150
Dances, Garden Fêtes, and other Social Gatherings	150
	<hr/>
	£725

Many Associations at the present time cannot raise sufficient money to employ a full-time Agent. If they possess a central office, they should aim at raising a yearly minimum of £350, in

addition to building up their election Fighting Fund. Money raised in excess of the £350 should be used for additional propaganda drives, or placed in reserve and used to finance the employment of a full-time Agent. Here is a specimen £350 Income and Expenditure budget.

INCOME :	£
Subscriptions ... ...	85
Social efforts (dances, whist drives, etc.) ...	60
Annual Sale ... ...	100
Annual Garden Fete ... ...	25
Annual Raffle ... ...	25
Foundation Day celebrations ...	15
"Liberal News" dividend ...	15
Sales of Literature ... ...	10
Collections at meetings ...	15

EXPENDITURE	£
Office rent and rates ... ...	150
Office expenses ... ...	40
Meetings' expenses ... ...	50
Literature and Monthly Bulletin ...	35
Postage and telephones ... ...	30
Publicity ... ...	20
Incidentals ... ...	25

Some Associations have only just been formed, and they are without an office or a full-time Agent. Circumstances may cause them to start in a modest way, and an Income and Expenditure budget of £150 may have to be their target for the first year:

INCOME	£
Subscriptions ... ...	30
Social efforts (dances, etc.) ...	30
Annual Sale and Raffle ...	40
"Liberal News" dividend ...	10
Garden Fete ... ...	20
Collections at meetings ...	10
Foundation Day celebration ...	5
Sales of Literature ...	5

£150

EXPENDITURE	£
Meeting Expenses .....	40
Literature and Monthly Bulletin .....	20
Postages and telephones .....	25
Canvassing and other organisation expenses .....	20
Publicity .....	20
Incidentals .....	25
	£150

This modest budget should give the enterprising Associations an opportunity of building up reserves which can be used at the earliest moment to finance the forward development of their work.

Whichever target is selected by an Association, it will be seen at once that constant activity is required to achieve it. The Treasurer should act as the goad to such activity.

Here are some suggestions:—

(1) **MEMBERS' SUBSCRIPTIONS:** The responsibility for the collection of these is the Treasurer's. He needs a clear-cut routine plan and follow-up system. It should be remembered that personal calls, and personal letters, pay a far bigger interest than an impersonal letter or circular. The emphasis is on the *personal approach!* If the right person calls on the right subscriber at the right time and asks for the subscription in the right way—the result should be a good one.

The Treasurer should call on the members who are in a position to subscribe £5, £10 or £20 a year. He should take a copy of the balance sheet with him and run through it with the subscriber. Let him see what you want his money for, and how it would be spent.

(2) "**LIBERAL NEWS DIVIDEND**": The Treasurer should work in close harmony with the "Liberal News" Officer. Arrange with him for a "Liberal News" appeal to be made at *every* meeting in the constituency.

(3) **ANNUAL SALE:** The date of the Annual Sale should be fixed at least nine months in advance. A target should be set for the sale and it should be broken down into ward and district targets, etc. Members should be persuaded to set themselves personal targets.

(4) **ANNUAL RAFFLE:** The Treasurer should organise this himself or arrange for it to be done with another member of the Association. There are four main things to do:

- (a) Obtain worth-while gifts as prizes from those in a position to give them.
- (b) Have tickets printed in accordance with the Lotteries Act (A full explanation is included in "Raising the Wind," L.P.D. 2/6).
- (c) See that as many members of the Association as possible have supplies of the tickets to sell.
- (d) Arrange for the draw and the presentation of prizes.

(5) FOUNDATION DAY CELEBRATIONS: Foundation Day, May 31st, should be one of the big events of the year, and the whole strength of the Association should be used to get the maximum out of it. The Treasurer should insist that preparations start months ahead: as soon as one Foundation Day is over see that planning for the next is in hand.

Every type of money-making attraction can be used: fairs, fetes, garden parties, sales of work, exhibitions, plays, anything at which people will spend money or for which they will buy tickets.

Here again the Treasurer should work in close harmony with the "Liberal News" officer.

(6) COLLECTIONS AT MEETINGS: It should be a firm rule of the Association, enforced by the Treasurer, to take collections at all public meetings. The collections should be organised carefully, and the following points should be observed:—

- (a) The collection should be taken immediately after the main speaker, *not* at the end of the meeting.
- (b) It should be prefaced by a brief appeal, pointing out that activity cannot be maintained without money, and that activity means votes.
- (c) At meetings at which 60 or over are present the person making the appeal should ask first of all for £1 notes and then 10s. notes to be passed to the stewards to be brought up to the platform *before the collecting plates are sent round*.
- (d) Open collection plates should be used.
- (e) The amount received should be announced before the meeting closes.

(7) SALES OF LITERATURE: There should be a bookstall at every meeting of every kind held in the constituency, including committee meetings. People interested in Liberalism are always ready to buy literature, *providing they can see it*. No opportunity should be missed of letting them do so.

The Treasurer should take a special interest in seeing that a Literature Secretary is appointed, and when he has been appointed that he receives every assistance in doing his job.

(8) DANCES AND SOCIAL GATHERINGS: These should be going on all the year round. It is very much in the interests of the Treasurer to see that his Association has an energetic Social Secretary, and that he is not cramped by lack of a little capital in his activities.

There should always be a list of events planned for months ahead: the Treasurer should keep a constant eye on the future programme. It should always be possible to announce at every event full details of the *next* event.

### **THIS IS IMPORTANT**

*Where an Association has a professional Agent all these things will be very much easier to handle. That is why the Treasurer should be one of the main advocates of his Association appointing an Agent just as soon as possible.*

### **"RAISING THE WIND"**

The Liberal Publications Department have available an excellent book on money-raising—"Raising the Wind," by J. Ward Daw. Every Treasurer should buy a copy, for it not only outlines innumerable ways of raising money but gives the answers to the legal snags which beset so many social efforts. It is a first-class publication, and well worth its price of 2/6d.

## **8. DUTIES AND RESPONSIBILITIES OF A LIBERAL PRESS OFFICER**

### **1. DUTIES**

The duties of a Press Officer can be summed up quite simply. It is his job to see to it that the newspapers in his area are kept fully, promptly and accurately informed of all the activities of his Association.

His business is to make available in the best and quickest way what his Association proposes to do, what it is doing and what it has done, and what is said publicly under the auspices of his Association.

It is not his business to supply his own opinion or comment.

## **2. ON APPOINTMENT**

Make friends with the local Press.

If you are not already known to the Editors of the newspapers in your area you should at once inform them that you have been appointed and that you would like to put your services at their disposal and to give their staff all possible help. You should tell the Editors you are prepared to be of help at all times to answer questions of fact about the affairs of your Association. Give your name and address and, if possible, your telephone number.

Sometimes an Editor may delegate a reporter to keep in touch with you, and in that case you will give him all the service that you would give the Editor, but it is important that your bona-fides should be established at the Head Office of your newspapers. You should then be regarded as the official Press contact on all matters of fact as far as your Association is concerned.

In the case of a local paper with a large circulation covering more than one constituency, it is advisable for ONE Liberal Press Officer to deal with the complete area in agreement, and co-operation, with the constituency Associations concerned, who should appoint Press Correspondents to supply their local news to the area Press Officer.

## **3. EQUIPMENT**

To do your job efficiently you require:—

1. The use, if possible, of a typewriter.
2. A supply of quarto paper.
3. Carbon paper.
4. A local directory.
5. A Press-cutting book or file of all references to Liberal activities which have appeared in the local Press.
6. An information file giving all known details of national and local Liberal personalities whose names will keep cropping up in your news stories.
7. A file of "The Liberal News."

## **4. METHOD OF WORKING**

Type or write on one side of the paper only, with a double space between lines. This makes the setting of your copy easier for the newspaper.

Keep a carbon copy of your story.

Head each story you send in as follows:—

With the compliments of John Blank, Hon. Press Officer,  
\_\_\_\_ Liberal Association, 13 High Street, Mytown (Tel.  
Mytown 1234).

Get your stories in as far in advance of press day as possible.  
Know the day and hour each newspaper goes to press.

If you have a last-minute story coming, warn your newspapers  
in advance so that they know what to expect.

#### 5. STYLE

Copy the style of the newspapers which you wish to publish  
your stories. Always remember that it is *news* that Editors want,  
so play up the news angle of everything you send in.

Do not write:

“A Liberal meeting was held at the Town Hall on Friday  
evening, when it was decided to fight the by-election in North  
Ward.”

But:

“A Liberal Candidate is to fight the by-election in the  
North Ward. This decision was reached at a meeting of  
the Association held at the Town Hall on Friday evening.”

#### 6. MEETINGS

##### ADVANCE PUBLICITY

A notice of every public meeting should be sent to each of your  
newspapers at least a week in advance, or more. Keep well ahead  
of time when your papers are issued weekly. Send a formal  
invitation to the Editor to attend your meeting.

In your notice give all the facts:

1. Date, time and place.
2. Speakers and who they are—including any official position  
in the Party.
3. Chairman.
4. Business of the meeting and/or subject of the Speaker  
or Speaker's address.
5. Add any details of interest about the Speakers which  
you are sure of.
6. Supply a photograph of the leading speaker if one can be  
obtained.

In every case, make absolutely certain that the name, the  
initials, the address, and any other details of the people taking  
part in your meeting are *absolutely* correct.

Any alteration in plans should at once be sent to the news-  
papers. Don't cancel a meeting and forget to tell the Press.

## THE MEETING

The Press, having been invited, are your guests. Your Press table should be arranged before the meeting with as many seats as you consider likely to be needed in a position where reporters can see and hear the speakers—immediately in front of them is the ideal and usual position. Copies of the agenda and any other notes likely to be of help, including correct name, initials, and offices of the speakers, should be supplied. You, yourself, the Press Officer, should be at hand to answer questions and inquiries.

Look after reporters who may be strangers in your area. Help them to find telephones and give them any local background or knowledge they require. Don't run away immediately the meeting is finished. Stay until the last reporter has gone. He may wish to check his notes. In this case, introduce him to the speaker so that he can do so. He may wish to talk to some of your officers; introduce him.

Should no reporter be present, send to the Editor the material you prepared for the Press table (agenda, names, etc.) plus any decisions made at the meeting and extracts from the speeches. Offer to give more information if required. Local papers on the "fringe" of the constituency appreciate reports as much as the principal papers.

## 7. OTHER FUNCTIONS

On all occasions such as dinners, lunches, garden parties, etc., the procedure is the same as that for meetings. Send out your advance notices, giving all the particulars of the event. Tell what it is all about, who is taking part, who is responsible for the organisation, who is the chief speaker, the time and the place. See that invitations are sent to your newspapers and see that your reporters get the information they want on the spot. In the case of draws, raffles, competitions, get the names of the winners, check for accuracy in spelling and initials, and make them available to the Press.

## FIRST PRIORITY, BUILD UP YOUR CANDIDATE

Get him "in the news" EACH week. If no public meetings, use Executive and other Committees to carry brief speeches, or even arrange a discussion group after canvassing for him to "put over" a special topical point. Watch local and nation Press for current topics and advise your candidate if necessary that

certain comment is required. When reporting Executive Committees be careful not to give private plans away, but make the most of votes of thanks, good progress reports, the appointment of new officers, hints of Rallies to come, etc.

#### 8. PHOTOGRAPHERS

Photographers from the newspapers should receive the same courtesy and help as reporters. At all times they want accuracy of information—correct names, addresses and other details concerning people in whom they are interested. If possible, prepare a list in advance of the people who are likely to be present; then it is easy and quick to indicate to a photographer who is in his pictures.

Your job is to help them at all functions to get the pictures they want. Make yourself known to the photographer. He will tell you what he is looking for, and if you can assist him you will be amply rewarded in the columns of his newspaper.

#### SPECIAL ARTICLES

Editors of local newspapers are often pleased to receive suggestions for short articles on national and local affairs. It is first-class publicity if you can arrange for such articles, signed by the Chairman or other officers of your Association, to appear from time to time.

Here are specimens of types of articles which might be suggested :—

1. Is Mytown getting value for its Rates? (The week of the annual Council Budget).
2. How the Liberals Would Have Tackled the Coal Crisis.
3. Why Mytown Needs a New Town Hall.
4. Sixty Years Ago This Week Gladstone Came to Mytown.

#### LETTERS TO THE EDITOR

It is your duty to keep an eye on the correspondence columns of your newspapers and see that no opportunity is missed of replying to letters that call for one. The reply should be made by one of your officers who has particular knowledge of the subject under discussion.

It is your duty, also, to initiate correspondence as often as possible. Impress on your fellow members that it is their duty to write to the local newspaper at least once every six months.

These Notes are intended to serve as a guide to those Press Officers who are unacquainted with newspaper practice.

## 9. "THE LIBERAL NEWS"

### 1. TIME TABLE

"The Liberal News" is published weekly on Fridays, and it goes to press first thing on Monday mornings. Copy, except for the front page, is fed to the printers on the previous Friday. Material for inclusion must be in the hands of the Editor not later than the previous Wednesday. Constituency association news items and letters intended for publication must be kept as brief as possible, owing to the limited amount of space available.

### 2. LOCAL OFFICER

There should be a Liberal News Officer in every constituency who would be responsible for the maintenance and development of circulation. The Officer should keep in constant touch with "The Liberal News" Headquarters at No. 8, Gayfere Street, S.W.1. Telephone: ABBey 6696/7.

### 3. DISTRIBUTION

To obtain "The Liberal News" regularly, it is essential to order copies in advance, in the same way as daily and weekly newspapers are obtained. This may be done in two ways:—

- a. By placing an order, on a form provided by H.Q., with the reader-member's newsagent. The newsagent will then deliver "The Liberal News" every Friday morning, and charge 3d. weekly on the newspaper bill (the majority of readers prefer this method).
- b. By direct subscription to "The Liberal News" Office. Subscription rates are as follows:—

Annual	...	...	17s.
Half-yearly	...	...	8s. 6d.
Quarterly	...	...	4s. 3d.

All post free.

It is also possible, in cases where Liberal Associations obtain bulk supplies (at a discount of 25 per cent.), to purchase copies of "The Liberal News" from the Association, but either (a) or (b) above is strongly recommended.

### 4. ORGANISATION

The Organisation of "The Liberal News" distribution is on exactly the same lines as that of the ordinary daily Press. Bulk copies are delivered by "The Liberal News" publishers to the wholesale newsagents, and they, in turn, send the ordered number of copies to the retail newsagents.

The wholesale and retail newsagents receive the usual trade terms for handling the distribution. This is, therefore, a business transaction so far as they are concerned.

It is from this point that "The Liberal News" Officer's responsibility commences. It will, therefore, be useful to set out in detail exactly how the scheme works.

"*The Liberal News*" Officer will:—

1. Get the subscriber to complete the lower portion of the enrolment form supplied by H.Q.
2. (a) Immediately complete the upper portion, taking care to insert the subscriber's name and address, *and* the name and address of the newsagent.  
\*(b) Detach the lower portion, entitled "Order to Your Newsagent", and hand it to the newsagent in question; or
3. Send the whole form to H.Q.

\*This course is strongly advised, for newsagents prefer the form to be lodged locally: it may also ensure quicker delivery of the first copy.

Enrolment forms sent direct to H.Q. receive immediate attention. Retail newsagents are urged, in the H.Q. instruction note they receive, to send their orders to the wholesalers without delay. Nevertheless, it usually takes some ten days before a new registration becomes effective and the retailer makes his first delivery.

When an enrolment form reaches Headquarters, other than from "The Liberal News" Officer, that officer is advised of the names and addresses of the reader-member and newsagent concerned.

"The Liberal News" Officer should advise his Constituency Association Secretary of the names and addresses of all newly-enrolled reader-members. This is necessary for central records purposes.

The names and addresses of all reader-members, together with the names and addresses of their retail newsagents, should be entered up in the Constituency "Liberal News" Register.

When a reader-member fails to receive his copy, the fault can usually be traced to:—

- a. Failure on the part of the retail newsagent to act on the instructions to order a copy of the paper, or
- b. Illegible writing and/or an incomplete address on the enrolment form.

Three weeks after the enrolment form has been received at Headquarters, a postcard is sent to all newly-enrolled reader-

members enquiring if the member concerned is receiving his "Liberal News" each week. If a negative reply is received, another instruction note is sent to the retail newsagent, and again, after three weeks, a further postcard is sent to the member. This process is continued until it is known that the paper is being regularly delivered.

*Information obtained locally concerning cancellations should be notified to Headquarters so that Central records can be kept up-to-date.*

It is impossible for Headquarters to trace individual cancellations because they send bulk supplies to the wholesalers, who distribute bulk orders to the retailers.

"Liberal News" Officers are advised to check up on the circulation of the paper as frequently as possible. Assistant "Liberal News" Officers should be enrolled for this important work.

## 5. RECRUITING OF NEW READERS

It is always advisable to set Constituency Associations a target membership. Plans should be made to reach that target. The following methods are recommended:

- a. Following-up favourable replies received in a referendum canvass.
- b. Appealing for new readers at every meeting held under auspices of the Association.
- c. Asking every Association member to undertake individual responsibility for bringing in new "Liberal News" reader-members.

## 6. FINANCE

"The Liberal News" is more than a weekly news-sheet. It is the reader-member's receipt for a subscription of 3d. a week to the Liberal Party. Half the profits are returned to the Constituency Associations by Headquarters, and it is estimated that Associations will receive a dividend of 2s. a year for each reader-member regularly receiving "The Liberal News." In practice this dividend is paid on a percentage of the claimed circulation. This percentage is decided by Headquarters, who base it upon their weekly sales figure, in relation to the total number of supposed subscribers in the country. Where an Association can prove either that its sales are actually the same as those claimed, or that they are larger than the percentage laid down by Headquarters, a dividend will be paid on the proved figure.

The proved figure is obtained by using dividend certificates obtainable from Headquarters. These are taken to the news-

agents, who list the names and addresses of their customers on the certificate and sign the same. The certificate is then returned to Headquarters.

Normally, cheques representing Constituency Associations' share of the profits are sent out in the month of September. If the present circulation of "The Liberal News" could be doubled, the dividend payable to Associations would be substantially increased.

#### 7. ADVERTISEMENTS

If sufficient advertising can be secured, the size of "The Liberal News" will be increased (particulars of advertisement rates can be obtained from "The Liberal News" Office).

#### 8. ENROLMENT FORMS, ETC.

Enrolment forms, registers, posters, and a limited number of back copies can be obtained from "The Liberal News" Office at Headquarters on request.

Current copies are also available to Associations at 6s. per hundred, on condition that copies thus supplied are given away and not resold.

### 10. PLANNING A MEETING

#### FINANCE

Estimate the amount you can afford to spend and bear in mind that the greater part—if not all—will come back through the appeal and collection.

#### HALL

1. Book a light, attractive hall. Remember it is much better to fill a hall holding 500 people than half-fill a hall with a 1,000 capacity. Confirm the booking in writing.
2. See the caretaker and check:
  - (a) Seating accommodation in the hall.
  - (b) Platform accommodation.
  - (c) Reception Room where platform party can meet and where the collection can be counted.
  - (d) Heating.
  - (e) Press table and chairs.

#### PRINTING

Send order to the printers in good time before the meeting. Tell them the date you want delivery. Check the proofs carefully.

## **POSTERS**

1. Estimate the number you require to make a good display.
2. Double crown size is recommended.
3. Cut the number of words to a minimum—so that the essential features stand out.
4. See that you have the names and initials of the speakers, chairman, and the day and time and place correct.
5. Display on boardings and other prominent places for 14 days.

## **LEAFLETS**

1. Estimate the number which can be used to advantage.
2. See that only the essential details are inserted.
3. Arrange for a leaflet or special reply card to be put in every letter sent out by your Association.

## **RESERVED TICKETS**

1. Announce in your Press advertisements and on your posters and leaflets that reserved tickets can be obtained from certain people. Give addresses as well as names.
2. See a note is printed on the ticket asking all ticket holders to occupy their seats at least 15 minutes before the meeting is due to start.

## **NOTICE BOARD OUTSIDE HALL**

Arrange for a meeting notice to be displayed on the Hall's notice board.

## **CHAIRMAN**

1. Brief the Chairman before the meeting day.
2. Urge him to introduce the speakers in a few well chosen words and supply him with some notes about the speakers.
3. Tell him to keep the meeting to the prepared time-table.

## **AGENDA**

1. Prepare the Agenda carefully. Type out sufficient copies for the speakers and the Press.
2. Indicate clearly the time allotted to the Chairman, Speakers, and for the membership and collection appeals.

Remember, it is better for the meeting to be too short than too long.

## VOTE OF THANKS

If possible have one person only to propose an omnibus vote of thanks. Ask the proposer to put the vote to the meeting. Give him a time limit.

## LOUD-SPEAKER ADVERTISING

It pays to "boost" the meeting just before and on the meeting day by sending a loud-speaker van out into the densely-populated and most frequented district. See the announcer is given a short brief which includes the main essentials—with a few telling slogans. Map out the route for the van-driver and obtain police permission.

## LETTERS

1. Send out a special letter with leaflet to all known or potential Liberals before the meeting day.
2. Urge them to bring their friends with them.
3. Tell them about the reserved tickets.

## STEWARDS

It is better to have too many rather than too few stewards. Appoint a Head Steward. Arrange for stewards to look after the:

1. Platform.
2. Press.
3. Hall, both for the meeting and the appeal.
4. Reception Room.
5. Literature Stall.

## FINANCIAL APPEAL

1. Select the right person to make the financial and "Liberal News" 3d.-a-week appeals, and invite active members to act as appeal stewards. Some, if not all, of your ordinary stewards will be suitable for this work.
2. See that the Head Steward or the member making the appeal briefs the stewards *before* the meeting. Make sure the stewards know what they have to do and where they have to steward. Send them instructions in writing before the meeting.
3. Arrange for the appeal to be made half-way through the meeting.
4. Have an adequate number of appeal and 3d.-a-week forms available. See they are given to the people entering the hall.

5. Have enough sharpened pencils ready so that each steward will have at least one.
6. See that each steward has an open collection plate.
7. Have a supply of silver and copper bags ready in which to pack the collection.
8. Arrange for a room where the collection may be counted and invite a small number of people to count it.
9. Make arrangements for the overnight custody of the collection.

#### HOSPITALITY

Visiting speakers should be met at the station. Arrange for them to rest or to be entertained both *before* and after the meeting.

#### DECORATIONS

If the hall wants brightening up — arrange for some palms, posters, etc.

#### MUSIC

If there is an organ in the hall, arrange for someone to give a recital, or have community singing. Otherwise—have recorded martial music played over the loudspeakers. The recitals should commence about 20-30 minutes before the meeting is due to start.

#### LITERATURE STALL

Order the literature for the literature stall in good time. See that the stall is not put in an out-of-the-way place. Appoint a good salesman to look after it.

#### PLATFORM

Plan your platform carefully. Send out the letters 14 days before the meeting inviting the selected people to sit on the platform.

Draw up a platform plan and gives copies to the platform and reception room stewards.

Make out cards giving the names of the people sitting on the platform.

### ON THE DAY

#### HALL

See the hall is open in good time before the meeting.

#### LITERATURE

Make sure the literature is attractively displayed on the stall.

### **LEAFLETS**

Arrange for the stewards at the doors to give everyone appeal and 3d.-a-week forms.

### **POSTERS**

See the posters are displayed.

### **PLATFORM**

Give the platform stewards the cards to be placed on the platform seats. Put a glass of water on the table in front of the chairman and speakers.

### **STEWARDS' MEETING AND COLLECTING PLATES**

See the Head Steward holds the Stewards' Meeting and arranges for them to cover all parts of the hall for the meeting and appeal. The collection plates should be given to the stewards at this meeting.

### **FINANCIAL APPEAL**

Arrange for the Chairman to announce the amount raised by the appeal and the number of new members enrolled in the 3d.-a-week scheme.

### **PENCILS**

Make sure each Steward has a pencil.

### **PLATFORM PARTY**

Five minutes before the meeting is due to start ask all those sitting on other than the front row to take their seats. Then marshal those sitting on the front row in the order they will sit and usher them on to the platform.

### **PRESS AND RECEPTION ROOM STEWARDS**

Make sure these stewards are on duty.

### **SPEAKERS**

Make sure the speakers are suitably entertained and, if necessary, take them to the station by car in good time to catch their return train.

## **11. CANVASSING**

Calling on the electorate in their homes is perhaps the most vital part of political organisation. The vast majority of the public do not come to meetings. The only way to contact them is by meeting them on their own doorstep.

Canvassing at election times is carried out for the following reasons :—

1. MORALE FACTOR. People are inclined to write off a candidate's chances of victory if they do not receive a visit from his supporters, but only from those of his rivals.

2. To hand out Window Cards to sympathisers.
3. Principally to secure a record of all intending Liberal voters so that arrangements can be made on Polling Day to see that they all record their votes.

Canvassing is carried out *between* elections for the following reasons:—

1. To enrol new members of the Liberal Association who will contribute to its funds, provide from their numbers the active workers to carry on the work of the Association and the work of an Election Campaign, and who will provide an interested public for all the various functions which the Association organises.

2. To enrol new subscribers to "The Liberal News."

3. To let people know the local Liberal Association is active.

The area of the Constituency should be covered according to a systematic plan. It should be carried out on a Ward or District basis but should be carefully co-ordinated by the Agent or Organiser who should know at any time how much of the constituency has been covered since the last election. As canvass returns come in to the Ward or District Secretaries they should begin to mark their electoral register in preparation for the General Election, although, of course, the Constituency should be covered again at least once during the Election campaign.

Where possible link your canvassing to some forthcoming function to be held by your Association. This gives the canvasser an opening such as, "I have called to invite you to our Liberal meeting at the — Hall on Friday evening." A leaflet about the meeting distributed a day or two before prepares the way for the canvasser.

#### HINTS TO CANVASSERS

1. Always be courteous. Do not become angry or heated if people do not agree with the Liberal view.
2. Don't waste time in arguing with convinced opponents. They may be keeping you talking purposely to prevent you carrying out your tasks.
3. Don't worry if you don't know all the answers about Liberal Policy. You are not expected to — you are not the Parliamentary Candidate. Arrange for the answer to a difficult question to be sent to any enquirer. This will impress. An encyclopaedic knowledge of Liberal Policy is NOT necessary for canvassers.

4. Don't be nervous. Remember the person answering the door to you is probably more nervous than you are!

5. Don't forget pencil and paper to record the results of your interviews, but keep these out of sight while at the door.

#### HOW A SMALL ASSOCIATION CAN MOST PROFITABLY ARRANGE CANVASSING

(a) Many Associations are not yet strong enough to canvass all the electors. They would be wise to concentrate first on increasing their strength and finding new Liberal workers.

(b) This can be done in *any* Constituency, by making full use of existing workers and friends of the Party.

(c) The Officer in charge of canvassing arranges visits to all known Liberals, who are asked to supply lists of everyone among their friends and acquaintances who *may* be a Liberal.

(d) Time should be spent on securing these lists, and the Liberal who is being interviewed should be asked leading questions, such as: "Are any of your relations Liberals?" "Anyone among your neighbours?" "Anyone you see at work?" "Anyone you meet at church or chapel?" "Do you belong to a club, or any other kind of society?" "Is there anyone who might be a Liberal?" "Are any of your tradespeople likely to be friendly?" etc.

(e) All names so secured are given to the Officer-in-Charge of Canvassing, who builds up a card index of them (for convenient working, and to avoid duplications).

(f) These new names are then arranged in convenient groups and all the people concerned are interviewed. Remember—they very probably are Liberals, and the interviews will be friendly ones.

(g) Every proved Liberal is urged to join the Association and to become a "Liberal News" subscriber, and is cross-examined to produce a list of names.

(h) You can see how the snowball grows! This method is the only CERTAIN way of building up an Association.

#### THE LIBERAL WAY

Finally, all those concerned with canvassing should always remember that Liberalism is especially concerned with individuals, and everyone should be treated as a person whose views must be respected, not because they are of necessity right, but because Liberals believe that everyone is entitled to a personal opinion, however stupid or wrong it may seem to others.

The purpose of all canvassing is to capture the interest of the voters, even for a moment, and to bring them to thinking about Liberalism, the Liberal Party, or the Candidate. Liberalism is the political creed of thinking people and the interview is really an invitation to think! We are ready to start; the time to start is NOW!

## 12. INTO BATTLE!

We have set out in these pages the principal points of guidance required by Association Officers in their vitally important work of re-building the strength of the Liberal Party in the constituencies. Other matters on which information is required will no doubt arise from time to time and Liberal Party Headquarters and the Area Federation Offices will be very glad to help with these. We are out to fight this battle as a team with a united purpose. From Parliamentary Leader to Ward Secretary, from Party President to the most recently joined member, we are all fighting for the same great cause — the cause of freedom and social reform. The knowledge of this fact has kept us together through defeat and adversity. May it now inspire us afresh as we go into battle to organise for a brighter future.

